APPENDIX - IV

MAHARSHI DAYANAND SARASWATI UNIVERSITY,

Format for Outline of Proposed Research Work

1.	Name of scholar	*(In English)*	*SHALINI MATHUR*
		(In Hindi)	शालिनी माथुर
2	Title of Research work	*(In English)*	**Efficiency of Training and Development Practices in Light of Upcoming Administrative Challenges.- A Study Of Harish Chandra Mathur-Rajasthan Institute Of Public Administration, Jaipur.**
		(In Hindi)	आगामी प्रशासनिक चुनौतियों के प्रकाश में प्रशिक्षण और विकास प्रथाओं की दक्षता– एक अध्ययन हरीशचन्द्र माथुर राजस्थान राज्य लोक प्रशासन संस्थान जयपुर राजस्थान

3. Location:-

(A) Institution / Department where the work has be done	Department of Management Studies, Maharshi Dayanand Saraswati University, Ajmer.
(B) Geographical area of Investigation	Officers' training school jaipur

4.	Importance of Proposed Investigation	*ANNEXURE – 1st*
5.	Review of Literature	*ANNEXURE – 2nd*
6.	Research Gaps for proposed investigation	*ANNEXURE – 3rd*
7.	Objectives	*ANNEXURE – 4th*
8.	Major Hypotheses	*ANNEXURE – 5th*
9.	Research Methodology	*ANNEXURE – 6th*
10.	Chapter wise details of proposed Research	*ANNEXURE – 7th*
11.	Bibliography	*ANNEXURE – 8th*

Shalini Mathur 23/5/15

Signature of Candidate with Date

Outline ApprovedName and Signature of Supervisor with date & Seal

29/5/15

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EFFICIENCY OF TRAINING AND DEVELOPMENT PRACTICES IN LIGHT OF UPCOMING ADMINISTRATIVE CHALLENGES

"A STUDY OF HCM-RIPA, RAJASTHAN"

A SYNOPSIS

आगामी प्रशासनिक चुनौतियों के प्रकाश में प्रशिक्षण और विकास प्रथाओं की दक्षता

एक अध्ययन HCM-RIPA, राजस्थान"

Submitted for the Registration of Ph.D. Degree to
Maharshi Dayanand Saraswati University, Ajmer

By

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Prof. Satish Agarwal
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Maharshi Dayanand Saraswati University, Ajmer
Year of Submission - 2014

ANNEXURE-I

INTRODUCTION AND IMPORTANCE OF THE PROPOSED RESEARCH WORK

In the contemporary scenario much interest has been taken in the study of training practices of various organizations and organizational structures. However, little research exists in the field of training practices of public personnel. This study reports an empirical study of training practices and evaluation methods followed at HCM-RIPA. The study focuses on present training methodology followed at HCM-RIPA and suggests what innovations can be done in the training practices in light of contemporary administrative challenges.

The HCM RIPA Jaipur is the apex level State Administrative Training Institute (ATI) inGovernment of Rajasthan. It has spread its wings in all four corners of Rajasthan with its regional training centres located at Udaipur, Jodhpur, Bikaner and Kota. The Institute has maintained high standards of training and strive to achieve excellence in their chosen spheres
The primary objective of training is to produce the best personnel or administrators who will soon take charge of the important government posts in the administration and take important decisions for good governance.

With the change in time the social, political, economic and cultural scenario has changed, not only this the administrative challenges are no more the same they have changed too, but no such change has been introduced in training practices for the new trainees. This shows that the training need assessment should be crafted very carefully in the light of contemporary administrative challenges and then the training modules should be prepared to better suit the needs of the time because well trained bureaucrats are strong pillars of the Nation.

In this context Rajasthan State Training Policy deserves a mention. The State Training Policy reaffirms the State Government' s commitment to take steps for the appropriate and optimum development of the human resources available to the Government so that they can serve the people of the State in a better manner. The policy consciously aims at fostering the development of the human resources available to the State Government so as to raise their competencies.

As per the Vision of the policy, public service training and development is to be geared at assisting government departments at better governance and improved public service delivery by empowering public officials to act as prime catalysts for holistic and equity based transformation of the State.

In pursuit of the above vision the training policy sets the Mission to create an Institutional framework for optimum productivity of public servants in organizations, in a team or as individuals in their current as well as future roles.

Highlighting the importance of training Chikati and kumara swamy (2012) mention that Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through human resource development. Employee training is the important sub-system of human resource management. Training is the act of increasing the knowledge and skills of an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose.

The training, development and education of employees at all level of hierarchy in an organization are considered as an essential tool in maintaining competitiveness in the international arena. The chance for workplace learning to improve individual and organizational performance has been acknowledged for a very long time. Training is a fundamental component in helping to resolve major organizational or management problem. Training and Development presents a step-by-step approach to developing training programs organized around the Needs-Centered model of training.(Steven A. Beebe, Timothy P. Mottet and K. David Roach, et. al. 2012)

Many authors have tried to define training and development; Training is an ideal way to learn a job. Today, Management of the skills of the workforce is an essential aspect of doing business, and employee development will likely grow in the future (Noe, 1999). The benefits of employee development extend beyond the actual skills gained and their contribution to an individual's productivity (Benson, 2002).

Training is the use of systematic and planned instruction activities to promote learning. This approach can be summarized in the phrase 'learner-based training'. (Armstrong, 2001)

Training has an opposite role to play in accelerating learning: that is, training should be reserved in circumstances justifying a more directed expert-led approach instead of viewing training as a comprehensive and all-pervasive solution for the development of the people. (Reynolds, 2004).

In General, Training is defined as a planned and systematic effort to modify or develop knowledge, skills and attitudes through learning experiences, to achieve effective performance in an activity or range of activities. (Garavan et al., 1995; Harrison, 1993; Reid et al., 1994).

The Manpower Services Commission (1981) described training as a designed process aiming at the development of attitude, knowledge or skill behaviour through the knowhow of learning in order to achieve performance in an activity or series of activities. The idea behind training in the situation of the work is to increase the capabilities of an individual so as to satisfy the current and prospective needs of the organization.

Training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. (Armstrong, 1999)

Decenzo and Robbins (1996) defined training as "a learning experience that seeks a relatively permanent change in an individual that will improve the ability to perform on the job". As well, Decenzo and Robbins pointed out that training bring about changes in skills, knowledge, attitudes, or behaviour.

Many other definitions provided in literature lay emphasis on a current job focus. Being a very popular activity, it appear to cross all the limits including on- the- job training, off- the- job training , training to young employees , adult training, formal and informal training through work experience. It has been estimated that 70 percent of employee development takes place through informal learning, rather than through formal learning events.(*Halelly Azulay, 2012*)

The central aim of training is to aid an organization achieving its purpose by adding value to its key resources, that is, the people it employs. Consequently, to attain the overall effectiveness and efficiency of an organization, it needs to invest in its people to enable them to perform better and to empower them to make the best use of their natural abilities.

IMPORTANCE OF THE PROPOSED RESEARCH WORK

Globalization has resulted in tremendous pressure on governments and the individuals who constitute them. Governmental and government servants need to be able to take benefit of the opportunities being offered by globalization (and by technological developments) as also to take steps to mitigate or to prevent its negative impacts.

One of the important means of ensuring faith of the people particularly the weaker sections of the society, in the fairness and capacity of the functioning of state administration in the changing environment, is to have a responsible and responsive work force.

However, making the government machinery responsive and responsible largely depends upon the attitudes as well as the knowledge and skills of its employees at various levels. It has long been accepted that training can do much to improve the administrative effectiveness. Training is a useful tool for performance enhancement of the people. It aims at upgrading knowledge and skills of the personnel. The role of training in improving performance of the Government is most crucial and important.

Hence a study of training practices followed presently and its review in the light of current and upcoming administrative challenges needs to be done to contribute in the better administration of the State. The study shall suggest better and innovative training practices for the said purpose.

It is not sufficient that people attend training programs and acquire skill what ultimately matters is that these individuals apply the skills on the job so that their performance improves and the business benefits.(Robinson & Robinson et. al.2008)

As already mentioned that much work has been done in the field of training and development in private sector but least takes place when a government organization is in question, therefore the proposed work intends to contribute to the research fraternity an exploratory study of training and

development and evaluation practices at HCM-RIPA an institution where bureaucrats are trained to ensure good governance.

Training is not a fixed pattern or calendar only it needs to be changed with time innovations are required otherwise the Human resource may not be well utilized as it should be.

Development is learning and learning is essential only to the degree that it contributes more to the performance than other allocation of the scar resources.(Danielson and wiggenhorn et.al.2003.p.20)

Human Resource is the backbone of every organization and this must be organized in well manner. Bureaucracy is the biggest human resource of the nation and state for this purpose.

THE INVESTIGATION WILL HELP US TO KNOW

- What are the current training practices at HCM-RIPA
- How Evaluation methods used here and what are the scales of measurement of performance after attending the training.
- Finding gaps in training and training needs
- What are the training methods used at other such institutions.
- Finding the best training practices for the institution.
- Quality of teaching pedagogies at the organization under study
- Contemporary administrative challenges.

ANNEXURE – II

Review of work already done on the subject of proposed research study

A summary on the review of the work already done on the subject under study is being assessed here. In order to provide a clear picture to the review of literature this section is further divided into sub-parts which are as follows-:

- Human Resource Management
- Training and development
- Organizational development
- Rajasthan state training policy
- Administrative challenges

Human Resource Management

The human resource management (HRM) function has increasingly been recognized as an important element of a company's strategy. Organizations attempting to succeed in today's global business environment must invest in the acquisition and **development** of **employees (** Ruth A.2002**).** The fundamental functions of human-resource management are— recruitment and placement, training and development, compensation, and employee relations(Weinclaw.et.al .2014).

Human resources management practices play a very crucial role in achieving the organization's goals and maintain the competitive advantage. HRM practices refer to organizational activities

directed at managing the pool of human resource and ensuring that the resources are employed towards the fulfillment of organizational goals (Schuler & Jackson 1987).

In general, in high-performing organizations, human-resource activities are at the heart of the organization's functioning rather than on the periphery, with the goal of maximizing the potential, utilization, and commitment of all employees at all levels in the organization.(Ruth A. Wienclaw 2013)

Human resource management practices is the management of people within the internal environment of organizations, comprises the activities, policies, and practices involved in planning, obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate numbers and skill mix of employees to achieve the organization's objectives (Appelbaum 2001).

HRM practices try to develop and allocate human capital in the best possible ways in order to achieve long-term goals; they provide them with many benefits and good environments that would boost employee's motivation, job satisfaction, and increase their performance (Bogdanova et. al.2008). Remarked that in order to sustain in the market human resource management (HRM) practices and job satisfaction of employees have many significant benefits for organization. (Gürbüz. Et. al .2009)

Training and Development

The aim of any training program is to provide instruction and experience to new employees to help them reach the required level of performance in their jobs quickly and economically.

"Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job".(Michael Armstrong et. al. 2000).

"Training is usually considered as the organized procedure by which people gain knowledge and increase skill for a definite purpose**"(Dale. S. Beach)**

Training and Development is very important component in the modern Human Resource Management and the scope of training and development varies from one organization to another. **Srimannarayana M.** (2011)

Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce. Nowadays training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. (Stone R J. et.al.2002).

If there is such a thing as traditional approach to personnel management it clearly includes training. Training is the part of the process of development that advances and maintains individuals within an organization. It is essentially an activity sequence within employee development based on several key criteria-that training be job or career related, relevant to enhancing advancement potential, useful in improving organizational effectiveness, and for sufficient relevance and interest to employees. In the public sector, decisions about training programs are more often focused on the first criteria mentioned-job or career-relatedness.in fact this criteria is generally used specifically by most personnel shops to approve or deny requests by employees for training.(Al Hyde. et.al 1977).

Ironically training and development will face an even greater challenge. It must play a crucial role in preparing public employees and at the same time develop planning, research, Communication, information, information, technology, budgeting, evaluation skills to manage and justify its own existence. This will be an immense undertaking but one that trainers should welcome. Change in training and development is not one night accompalishment. (Jay M. Shafritz 1977.)

Training has always been viewed as the step child of the personnel and human resource management functions. It is training which can better develop human resource.((Jay M. Shafritz 1977.)

Organizational Development

Organization development is a systematic process for applying behavioral science principles and practices in organizations to increase individual and organizational effectiveness. Organizational development is an organizational improvement strategy. It emerged out of insights from group dynamics and from the theory and practice of planned change. Organizational development is about how people and organizations function and how to get them to function better. A primary goal of OD programs is to optimize the system by ensuring that system elements are harmonious and congruent.(Wendel.L.;,Cecil.H.;Veena, 2006).

Rajasthan State Training Policy mentions-:

- The Rajasthan State policy consciously aims at fostering the development of the human resources available to the State Government so as to raise their competencies. As per the Vision of the policy, public service training and development is to be geared at assisting government departments at better governance and improved public service delivery by empowering public officials to act as prime catalysts for holistic and equity based transformation of the State.

- The State Training Policy reaffirms the State Government' s commitment to take steps for the appropriate and optimum development of the human resources available to the Government so that they can serve the people of the State in a better manner.

- The policy as approved by the Council of Ministers is being made available to enable all administrative departments in th e State Secretariat, all Heads of Departments and CEOs of State Public Sector Bodies, and all governmental training institutes in the State to perform the functions expected from them by the State Training Policy.

ADMINISTRATIVE CHALLENGES.

- Liberalization, Privatization and Globalization have changed the scenario of corporate world and holds for us many challenges in this connection, the development of human resources is putting newer challenges in business world. (Mohanty .et.al. 2011)

- The government has often failed to study, understand, and take a sympathetic attitude toward Indian ways, Indian ethics, and Indian religion. Several legal situations exist which are serious impediments to the social and economic development of the race. The Indian Service has not gone far enough in developing cooperative relationships with other' organizations, public and private, which can be of material aid to it in educational developmental work for the Indians (Frank.C.Miller 1971)

ANNEXURE III

RESEARCH GAPS IDENTIFIED IN THE PROPOSED FIELD OF INVESTIGATION

The gaps identified in the proposed investigation are as follows:

Many researchers have done research work in context of training and development but there have been least research work done on T&D practices at National and State level training institutions or institutions of Personnel Administration. The area of this study i.e. Training and development practices at HCM-RIPA and its linkage with upcoming administrative challenges has been ignored.

- The current training methods followed at HCM-RIPA. This will help us to know how the future administrative officers are trained to ensure good governance.

- Much work is there on Training and Development but researchers have not much focused on the working of HCM-RIPA a state level training institution.

- Researchers have worked a great deal on training of employees in Public Sector Banks, National Thermal Power Corporation, and/or comparative analysis of many organizations but least has been done in training of Personnel.

- Least work exists on training and development practices of National/state level training institutions.

- A combination of training, development and identification of upcoming administrative challenges has not been done so far.

ANNEXURE IV

NEED OF THE STUDY

Globalization has resulted in tremendous pressure on governments and the individuals who constitute them. Governmental and government servants need to be able to take benefit of the opportunities being offered by globalization (and by technological developments) as also to take steps to mitigate or to prevent its negative impacts.

One of the important means of ensuring faith of the people particularly the weaker sections of the society, in the fairness and capacity of the functioning of state administration in the changing environment, is to have a responsible and responsive work force.

However, making the government machinery responsive and responsible largely depends upon the attitudes as well as the knowledge and skills of its employees at various levels. It has long been accepted that training can do much to improve the administrative effectiveness.

While upbeat lingo abounds about 'complementing strategic objectives' and 'driving productivity', the fact is that most training does not make a significant enough impact on business results, and when it does, training professionals fail to make a convincing case about the value added to the bottom line. The vaunted 'business partnership model' has yet to be realized – and in tough economic times, when the training budget is often the first to be cut, training is on trial for its very existence.(*Wendy Kirkpatrick. Et. al. 2010*)

Training is a useful tool for performance enhancement of the people. It aims at upgrading knowledge and skills of the personnel. The role of training in improving performance of the Government is most crucial and important.

An excuse quit often people make for failing to define the expected results of learning and development is that "they cannot be measured."(Baldwin and Danielson et.al. 2000). This proves necessary that training has to be evaluated very well.

Hence a study of training practices followed presently and its review in the light of current and upcoming administrative challenges needs to be done to contribute in the better administration of the State. The study shall suggest better and innovative training practices for the said purpose.

ANNEXURE-V

OBJECTIVES

The purpose of the work is to understand how the future bureaucrats are trained and developed apart from this it will be further investigated that how much effective these training programs are, are they relevant and appropriate in dealing with upcoming administrative challenges which they may counter because of quick change in socio-political and economic changes going on around the world as these changes definitely cast an impact on the government.

- To study the training and development programs of HCM-RIPA JAIPUR.
- To examine methods of the training adopted by the organization under study.
- To understand the perceptions of trainees about the training and development activities at HCM-RIPA.
- To measure the effectiveness of the current training & development practices at HCM-RIPA
- To analyze the relevance and effectiveness of the training practices at HCM-RIPA in light of contemporary administrative challenges

ANNEXURE VI

HYPOTHESIS

Hypothesis development is very important because acceptance and the rejection of hypothesis Show the significance of the study. On the basis of literature review and above theoretical frame work I developed following hypothesis-:

H_0- The training practices and evaluation techniques at HCM-RIPA are significantly not effective in contemporary scenario.

H_a- The training practices and evaluation techniques for at HCM-RIPA are significantly effective in contemporary scenario.

$H1_0$- The perceived t & D activities is not effective.

$H1_a$- The perceived t & D activities is effective.

$H2_0$- Training practices at HCM-RIPA are significantly not relevant in the light of contemporary administrative challenges.

$H2_a$- Training practices at HCM-RIPA are significantly relevant in the light of contemporary administrative challenges.

ANNEXURE – VII

Research Methodology

The objective of the research work will be centered on the analysis of training and evaluation techniques employed for personnel training at HCM-RIPA a state level training institute for personnel administration. Along with the analysis of relevance of training methodologies practiced at OTS in contemporary times, the research work intends to suggest innovative training practices to better accomplish the vision and mission of Rajasthan State Training Policy.

The Population

For the accomplishment of the above stated objective the population under investigation would include all the trainees who hail from Rajasthan Administrative Services belonging to state cadre.

It will also include trainers and teachers at OTS.

The sample frame

The sampling frame under investigation in this study will be the trainees from all realms in the training school even those who are undergoing higher levels of training after having considerable experience in administration actually these will be people for supplementary/refresher training.

Sample frame will also include trainers and teachers at OTS.

Sampling technique to be used

The study will employ random sampling. The respondents are selected because they happen to be in the right place at the right time.

Sample size

The sample size would include 400 respondents from OTS jaipur.

Source of Information- The sampling frame under investigation in this study will be the trainees at OTS and the trainers here.

Primary Sources-

- Survey of selected trainees at OTS through well designed questionnaire.
- Survey of trainers at OTS through well designed questionnaire.
- Survey of selected administrative officers who are into field after completing the training so as to know how helpful and effective the training proved to them in filed.

Secondary Sources

- The secondary sources will include:
- Internet
- Journals
- Newspapers and magazines
- Published literature on training and evaluation

Research instruments

- The research instrument will include separate questionnaires for the respondents. There would be separate questionnaires for the responding groups, i.e., trainees and trainers at HCM-RIPA questionnaire will include both open ended and close ended questions.

Tools for analysis

- Chi-square test- Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis
- Z-test- Z-test is a statistical test where normal distribution is applied and is basically used for dealing with problems relating to large samples when $n \geq 30$.
- ANOVA- Analysis of variance (**ANOVA**) is a collection of statistical models used to analyze the differences between group means and their associated procedures (such as "variation" among and between groups), developed by R.A. Fisher.
- Correlation and regression tools may also be used for analyzing the data.

ANNEXURE – VIII

Chapter wise details of the proposed research work

Chapter 1: Introduction

This chapter will have a brief introduction of training and evaluation methods. The chapter will detail the need, importance and relevance of innovative training practices to suit the contemporary administrative challenges for quality administration.

Chapter 2: Review of Literature

This chapter will throw light on the work that has already been done in this field.

Chapter 3: Current training and development techniques practiced at HCM-RIPA

This chapter will explain the current training and development techniques practiced at the organization for different services and in different batches. Refresher Training modules will also be studied.

Chapter 4: Research Design

The chapter beginning with a survey of the literature will mention the research objectives and the research methodology to be used in the study

Chapter 5: Findings

This chapter highlights the findings drawn from the research study.

Chapter 6: Analysis and Interpretation of Data

This chapter will present the results of the study analyzed using appropriate tools and techniques. Various hypotheses framed for the study would be tested and the results would be discussed. Findings and results will be presented using various statistical tools.

Chapter 7: Conclusion and Recommendation

This chapter will summarize the conclusions interpreted from the analysis of data and make necessary recommendations.

- Study Plan
- Appendices

ANNEXURE IX

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APPENDIX

FACILITIES AVAILABLE FOR THE WORK

1. All the books and Literature related to the research work of researcher are available in the Department.
2. All reference books related to research work are available in Department.
3. Maximum reference literature are available whom researcher refers in his application unavailable books will be provided by library.
4. Magazine department of library will provide those magazines, which are related to research work of researcher.
5. Researcher will be allowed to read and write work in the library.
6. All other facilities related to the research work will be provided to the researcher from the Department.

Signature of Head of Department

APPENDIX

Study time plan

Review of literature and secondary data	10 months
Data collection and analysis	7 months
Interpretation and conclusion of findings	3 months
Report writing, editing and printing	2 months
Binding and submission	1 month
Contingency	1 month
Total	24 months